

NCO COUNSELING CHECKLIST/RECORD

For use of this form, see AR 623-205; the proponent agency is ODCSPER.

NAME OF RATED NCO**RANK****DUTY POSITION****UNIT****Smith, Joseph Q.****SGT****4th Squad Leader****HHC, Your Unit****APO AE 09123**

PURPOSE: The primary purpose of counseling is to improve performance and to professionally develop the rated NCO. The best counseling is always looking forward. It does not dwell on the past and on what was done, rather on the future and what can be done better. Counseling at the end of the rating period is too late since there is no time to improve before evaluation

RULES:

1. Face-to-face performance counseling is mandatory for all Noncommissioned Officers
2. This form is for use along with a working copy of the NCO-ER for conducting NCO performance counseling and recording counseling content and dates. Its use is mandatory for counseling all NCOs, CPL through CSM.
3. Active Component. Initial counseling must be conducted within the first 30 days of each rating period, and at least quarterly thereafter. Reserve Components.(ARNG, USAR). Counseling must be conducted at least semiannually. There is no mandatory counseling at the end of the rating period.

CHECKLIST – FIRST COUNSELING SESSION AT THE BEGINNING OF THE RATING PERIOD**PREPARATION**

1. Schedule counseling session, notify rated NCO.
 2. Get copy of last duty description used for rated NCO's duty position, a blank copy of the NCO-ER, and the names of the new rating chain.
 3. Update duty description (see page 2).
 4. Fill out rating chain and duty description on working copy of NCO-ER, Parts II and III.
 5. Read each of the values/responsibilities in part IV of NCO-ER and the expanded definitions and examples on page 3 and 4 of this form
 6. Think how each value and responsibility in Part IV of NCO-ER applies to the rated NCO and his/her duty position. meets standards rating).
- Note: Leadership and training may be more difficult to apply than the other values/responsibilities when the rated NCO has no subordinates. Leadership is simply influencing others in the accomplishment of the mission and that can include peers and superiors. It also can be applied directly to additional duties and other areas of Army community life. Individual training is the that real responsibility of all NCOs whether or not there are subordinates. Every NCO knows something that can be taught to others and should Be involved in some way in a training program.
7. Decide what you consider necessary for success (a meets standards rating) for each value/responsibility. Use the examples listed on page 3 and 4 of this form as a guide in developing your

COUNSELING

1. Make sure the rated NCO knows rating chain.
2. Show rated NCO the draft duty description on your working copy of the NCO-ER. Explain all parts. If rated NCO performed in position before, ask for any ideas to make duty description better
3. Discuss the meaning of each value/responsibility in part IV of NCO-ER. Use the trigger words on the NCO-ER, and the expanded definitions on pages 3 and 4 of this form to help.
4. Explain how each value/responsibility applies to the specific duty position by showing or telling your standards for success (a form as a start point. Be specific so the rated NCO really knows what's expected.
5. When possible, give specific examples of excellence that could apply. This gives the rated NCO something special to strive for. Remember that only a few achieve real excellence and excellence always includes specific results and often Includes accomplishments of subordinates.
6. Give rated NCO the opportunity to ask questions and make Suggestions.

CHECKLIST – LATER COUNSELING SESSIONS DURING THE RATING PERIOD**PREPARATION**

1. Schedule counseling session, notify rated NCO, and tell him/her
 2. Get copy of last duty description used for rated NCO's duty position, a blank copy of the NCO-ER, and the names of the new rating chain
 3. Update duty description (see page 2).
 4. Fill out rating chain and duty description on working copy of NCO-ER, Parts II and III.
 5. Read each of the values/responsibilities in part IV of NCO-ER and the expanded definitions and examples on page 3 and 4 of this form
 6. Think how each value and responsibility in Part IV of NCO-ER applies to the rated NCO and his/her duty position.
- NOTE: Leadership and training may be more difficult to apply than the other values/responsibilities when the rated NCO has no

6. Think about what the rated NCO has done so far during this

COUNSELING

1. Go over each part of the duty description with rated NCO. Discuss any changes, especially to the area of special emphasis.
2. Tell rated NCO how he / she is doing. Use your success standards as a guide for the discussion (the examples on pages 3 and 4 may help). First, for each value/responsibility, talk about what has happened in response to any discussion you had during the last counseling session (remember, observed action, demonstrated behavior and results). Second, talk about what was done well. Third, talk about how to do better. The goal is to get all NCOs to be successful and meet standards.
3. When possible, give examples of excellence that could apply. This gives the rated NCO something to strive for, REMEMBER, EXCELLENCE IS SPECIAL, ONLY A FEW ACHIEVE IT! Excellence includes results and often involves subordinates.

4. Ask rated NCO for ideas, examples and opinions on what has been done so far and what can be done better. (This step can be done first or last).

BEFORE THE NCO DEPARTS THE COUNSELING SESSION

1. Record counseling date on this form.
2. Write any additional key points that came up during the counseling session on this form.
3. Show key points to rated NCO and get his/her initials.
4. Save NCO-ER with this checklist for next counseling session. (Notes should make record NCO-ER preparation easy at the end of the rating period).

COUNSELING RECORD/KEY POINTS MADE

INITIAL

- o Squad Leader duty description and responsibilities to include to train, lead, and develop the squad*
- o Leaders Book review*
- o Organizational and personal goals*
- o See DA Form 4856, Integration and reception counseling*

DATE *6 Sep 02*

RATED NCO'S INITIALS *JQS*

INITIAL

DATE

RATED NCO'S INITIALS

INITIAL

DATE

RATED NCO'S INITIALS

INITIAL

DATE

RATED NCO'S INITIALS

DUTY DESCRIPTION (PART III OF NCO-ER)

The duty description is essential to performance counseling and evaluation. It is used during the first counseling session to tell rated NCO what the duties are and what needs to be emphasized. It may change somewhat during the rating period. It is used at the end of the rating period to record what was important about the duties.

The five elements of the duty description:

1&2. Principal Duty Title and Duty MOS Code. Enter principal duty title and DMOS that most accurately reflects actual duties performed.

3. Daily Duties and Scope. This portion should address the most important routine duties and responsibilities. Ideally, this should include number of people supervised, equipment, facilities, and Dollars involved and any other routine duties and responsibilities Critical to mission accomplishment.

4. Area of Special Emphasis. This portion is most likely to change somewhat during the rating period. For the first Counseling session, it includes those items that require top priority effort at least for the first part of the upcoming rating period. At the end of the rating period, it should include the most Important items that applied at any time during the rating period (examples are preparation for deployment, combined arms drills training for FTX, preparation for NTC rotation, revision of Battalion maintenance SOP, training for tank table qualification, ITEP and company AMTP readiness, related tasks cross-training, reserve components annual training support (AT) and SIDPERS acceptance rate).

5. Appointed Duties. This portion should include those duties that are appointed and are not normally associated with the duty description.